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July 2016 Edition



Director's Corner: Order Update Announcement!



Paul Bosco,
Director of the
Office of Project
Management
Oversight and
Assessments (PM)

Our project teams and contracted partners make things happen; they take actions that enable our DOE mission. Inherent in those actions are risks. Effective risk management is key to successful project management.

"There are risks and costs to a program of action, but they are far less than the long-range risks and costs of comfortable inaction."

~ President John F. Kennedy

Risk management is a continuous, forward-looking process that is integral to project success. Project risk is defined by PMI as, "an uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives." Risk assessments are started as early in the project life-cycle as possible and should identify critical technical, performance, schedule and cost risks. Risks are identified, evaluated and reevaluated, monitored and tracked, throughout the life of the project. The objectives of risk management should be to increase the probability and impact of positive events and decrease the probability and impact of events adverse to the project objectives. Early and aggressive detection of risk is important because it is typically easier, less costly, and less disruptive to make changes and correct work plans earlier, rather than later.

Be proactive, do your upfront planning and manage your project's risks. Keep Charging!

Sincerely,
Paul Bosco



Good Schedule Management

Dave Kester, Project Management Policy and Systems (PM-30)

Developing a baseline schedule, measuring performance against it, and estimating when remaining activities will start and/or finish are essential elements of good schedule management. Equally important is the meaningful analysis of project schedules that provides the project team with a rational basis for decision making in order to meet project objectives. Schedule analysis is the process of assessing the magnitude, impact and significance of actual and forecast variations to the baseline schedule and/or current operating schedule. It begins with the calculation of the project's critical path and determination of any change in the completion date of the project. Schedule analysis also includes diagnosing the health of the project schedule and its direction by examining elements including schedule accuracy, integration, realism, performance, variances, trends, forecasts, "what-ifs," risk and relationship to resources.

For the schedule risk assessment to be successful, the network schedule must be developed and maintained appropriately. A thorough examination of the network should be done to ensure that the schedule is functional. This requires the identification and characterization of the full range of schedule issues. The contractor should demonstrate that the scheduling techniques meet the minimum requirements of scheduling as defined in EIA-748 and is consistent with the contractor's written Earned Value Management System description and operating procedures. EIA-748 employs a networked scheduling technique to verify attainability of project schedule objectives, and to integrate the project schedule among all related components. The network should link all project milestones, events, work packages and activities in logical cause and effect sequences to determine the required time needed to complete the project. Strings of linked predecessor and successor activities constitute 'paths' through the network. The Critical Path Method (CPM) of scheduling is traditional and well accepted by industry for developing the logic (or execution strategy) of the schedule. More often than not, the contractor will modify the strategy several times until the network is sound and the sequence of work flow is correct.

Continued on next page...



Good Schedule Management

Dave Kester, Project Management Policy and Systems (PM-30)

DOE G 413.3-7, *Risk Management Guide*, states the purpose of the quantitative risk analysis is to provide budget and completion date estimates that include the effects of the project risks and other project uncertainties using statistical modeling techniques such as Monte Carlo analyses or other similar methodologies

The initial assessment should begin as soon as the project baseline is implemented. A well-executed SRA process can provide the essential strategies for recognizing, reducing and/or eliminating possible risks, with the specific emphasis on project schedule risks. The SRA uses statistical techniques in the form of Monte Carlo simulations to identify technical, programmatic and schedule risk in a project and quantifies the impact of those risks on the project's schedule. Risk analysis determines the likelihood of risk materializing, assess the impact of possible risk, and more importantly, compiling the information and opportunity to mitigate risk long before it impacts the project. Standard output reports, products, and threat / opportunity correlation information is followed by action strategies for risk mitigation and tracking.

[Click here](#) to see the utilization of Monte Carlo simulation results and the 10, 50, and 90 percent probability figures for completion date compared to management's objective. The figure to the right shows the reduction in risk over time towards achieving the project completion date.

When building the risk assessment it is important to evaluate both critical and near-critical paths through the network schedule. It is best to show more paths rather than fewer, since the shorter paths might actually have more risk than the long paths identified by the network float calculation. Additionally, when preparing remaining duration estimates for each work package or activity listed on the network schedule, it is important to interpret the future based on objective and rational judgment. This process should begin with a substantiation of the time incurred for the work accomplished to date, and then a consideration for all known or expected impacts. This should be accomplished with the help of technical expertise.

Schedule Risk Analysis (SRA) is a recognized industry best practice which identifies the high risk areas of the project, determines the likelihood of risk materializing, and assesses the impact of possible risk. The inclusion of uncertainty provides more complete information to evaluate the likelihood of finishing work on time and within budget.

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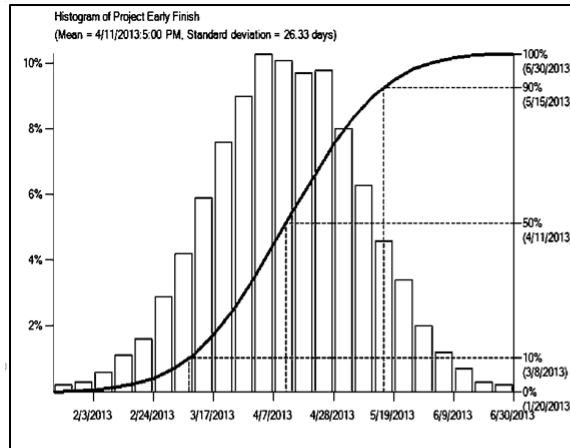
Good Schedule Management

Dave Kester, Project Management Policy and Systems (PM-30)

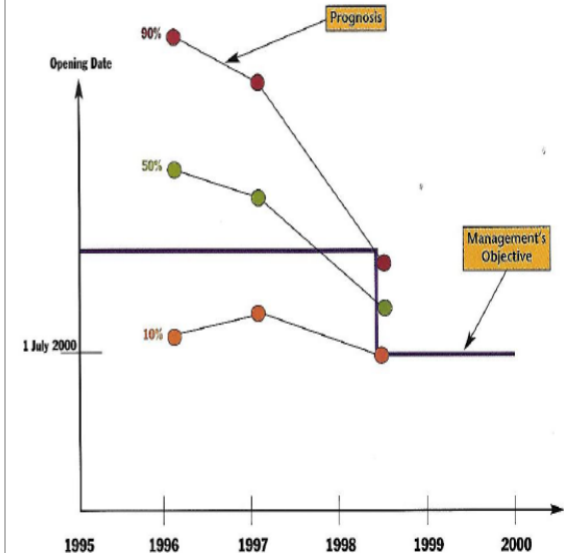
DOE G 413.3-7, *Risk Management Guide*, states the purpose of the

Schedule Risk Analysis (SRA) is

X



The Prognosis for the Opening Date Compared to Management's Objective



Click

Type task number or name or select from list:

Task	Distribution Type	Enter remaining duration estimates	or % of remaining duration	Successor	Probability
13 (Set floor joists)	LogNormal			14 (Build stairs)	30
2 (Mark perimeter)				15 (Set subfloor)	20
5 (Dig foundation)				16 (Frame exterior walls)	10
6 (Run plumbing supply & drain)				17 (Sheath ext walls)	30
8 (Set forms)				18 (Frame interior walls)	10
9 (Pour concrete)					
12 (Cure concrete)					
14 (Build stairs)					
15 (Set subfloor)					
16 (Frame exterior walls)					
17 (Sheath ext walls)					
18 (Frame interior walls)					
20 (Set floor joists)					
21 (Set subfloor)					

Optimistic: 18 hours or 75%
Most Likely: 23.07 hours or 96.13%
Pessimistic: 30 hours or 125%

Correlation Group: Rain
Correlation %: 70

☐ Export Show Summary and Complete Tasks

Help OK Cancel Apply

all known or expected impacts. This should be accomplished with the help of technical expertise.

Continued on next page...



Good Schedule Management

Dave Kester, Project Management Policy and Systems (PM-30)

To conclude, a three-point remaining duration estimate should be prepared and classified into three categories: best case, worst case, and most likely, summarized below. The result of the three-point remaining duration estimate is a recommended amount of schedule contingency.

Contingency planning and risk go hand-in-hand. DOE schedule contingency is the risk-based, quantitatively derived portion of the overall project schedule duration that is estimated to allow for the time-related risk impacts and other time-related project uncertainties. Project schedule contingency is typically estimated to provide a minimum 80 percent confidence level.

Best Case

An activity's best case estimate at completion is the one that results in the shortest duration to the program. And, assumes that performance requirements can be met. This estimate is based on the outcome of the most favorable set of circumstances.

Worst Case

The worst case estimate is the one that typically results in the longest duration to the program. And, assumes that performance requirements can be met. This estimate is based on the outcome of the least favorable set of circumstances.

Most Likely

The most likely estimate is the value and duration that you believe is the most likely outcome based on a knowledgeable estimate of all remaining work, known risks, known opportunities, and probable future conditions. Again, this estimate assumes that performance requirements can be met.

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PM EVM Roadside Assists Coming Your Way

Melvin Frank, Office of Project Management Policy and Systems (PM-30)

[Click here to see upcoming visits](#)

Earned Value Management (EVM) Roadside Assist Visits (RSAVs) have been well received! At this point, PM-30 has visited five sites since January 2016 (Los Alamos, Oak Ridge, Savannah River, Portsmouth and West Valley). Attendees are encouraged by the open dialogue, clear expectations and information provided by the team. Attendees' comments include: 1) "The update and path forward on compliance expectations and the evolution of the EVMS IH"; 2) "The EVMS automated tests are helpful"; 3) "Exchange of information on actual project schedule versus compliance needs provided insight"; 4) "Excellent idea to get the pulse of the field and hear our concerns and questions"; and 5) "Having an open and honest dialogue was extremely beneficial."

In September 2015, Office of Project Management Oversight and Assessments (PM), released Version 1.0 of the [DOE Earned Value Management Systems Interpretation Handbook \(EVMSIH\)](#) to assist in the communication of compliance to the EIA-748 Guidelines. Version 2.0 is expected to be released before the end of FY 2016.

PM-30 is conducting on-site visits to strategic sites using an EVM RSAV format, based on the well-received PARS II and EVMS Road Shows from prior years. This is a CAR-free approach used to assist contractors and gauge the contractor's readiness to be successful in future EVMS reviews. The visit to each site is running one to five days depending on how many different contractors are at a site. While some portions of the visit are conducted at the site level, the PM-30 team will meet with each contractor team individually, including the Project Manager, Project Controls staff, and Control Account Managers (CAMs), along with local DOE Project staff, to discuss specifics relating to a particular contractor's assessment results and questions.

The visits are prioritized based first on those contractors requiring EVMS certification, followed by those contractors in post-certification 'surveillance' mode. The primary focus is on 413.3B applicable sites in EM and NNSA. Additional contractors/sites will be accommodated by request.

If you have not been contacted by PM-30 to schedule this visit, please contact Mr. Melvin Frank (202-586-5519) Melvin.Frank@hq.doe.gov; or Susan Wood (202-586-8410) Susan.Wood@hq.doe.gov of PM-30.

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PM EVM Roadside Assists Coming Your Way

Melvin Frank, Office of Project Management Policy and Systems (PM-30)

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Upcoming PM EVM Roadside Assist Visits

August 8-11

BNI, CHPRC, and WRPS

Coming Soon!

INL/BEA

Coming Soon!

NTS/NSTec

October 17

CNS/Pantex

Coming Soon!

LLNL/LLNS

Coming Soon!

SNL/Sandia

July 21

WIPP/NWP

October 19

SPRO/FPO

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Highlights from the June 29, 2016 CRB Meeting

CRB Voting Members in attendance:

- Paul Bosco – PM (Co-Chair)
- Bob Raines – NNSA (Co-Chair)
- Cameron Manning – NNSA
- Stephen Meador – SC
- Mike Peek – PM
- Laura Wilkerson – EM

PMCDP Brief prepared for S-2:

Paul Bosco explained PM-1 has been asked to present information about the PMCDP to the Deputy Secretary of Energy, and provided the Board with a slide presentation for review.

PMCDP Budget Development Initial Overview:

The Board reviewed the PMCDP's DRAFT FY2017 Spend Plan – the PMCDP's annual budget is \$1.7M, which includes \$200K of discretionary spending for program improvements and new courses. The Board made the following decisions for how to allocate the PMCDP's FY 2017 discretionary budget:

- **PMCDP Competency Analysis** – the CRB agreed to perform an internal review of the PMCDP's curriculum and competency requirements to ensure they are consistent with the key performance parameters required of DOE FPDs – this will be performed in-house and not contracted out.
- **PMCDP Curriculum Delivery** – the Board requested that all 30 PMCDP courses be offered at least one time during each fiscal year. The Board also requested a listing of all PMCDP courses, to include the most recent delivery date for each course, as well as the date of its last major revision/update.
- **Scheduling 24/7** – the Board approved the PMCDP to procure the “Scheduling 24/7” online course, and that it become an elective requirement in FY 2017.

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Highlights from the June 29, 2016 CRB Meeting

Process for Issuing FPD Certificates:

The PMCDP will resume issuing certificates now that the PMCDP certification is no longer being tracked in FAITAS. Certificates will be sent electronically to the FPDs immediately after certification. The certificates will be in PDF form and formatted to allow the certificate to be printed on certification paper suitable for framing. All FPDs certified or advanced to the next level since January 2015 will receive replacement certificates.

DOE Project Controls Certification Update:

Stephen Korenkiewicz briefed the Board regarding the Project Controls Fellowship Program (PCFP) and the methodology for certifying/developing the initial cohort participants. The PCFP is reserved for senior DOE employees (GS/12-15) across the complex who will become project controls experts and partake in future EVMS, surveillance and certification reviews. The purpose of the program is to strengthen the skill sets of the “project controls community” across the DOE complex so there is less reliance on HQ personnel to perform similar reviews.

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Classroom Training

Systems
Engineering

3 days
24 CLPs

7/26 – 7/28
Aiken, SC

Executive
Communications

3 days / 24 CLPs

8/9 – 8/11
Aiken, SC and
Golden, CO

Federal
Budgeting
Process in DOE

4 days / 32 CLPs

8/23 – 8/26
Golden, CO

Performance
Based
Management
Contracting

3 days
24 CLPs

8/29 – 8/31
Aiken, SC

Project
Management
Simulation

5 days
40 CLPs

8/30 – 9/1
Richland, WA

Online Training

Facilitating
Conflict
Resolution

24 CLPs

8/2 – 8/30
Adobe Connect

Environmental
Laws and
Regulations

24 CLPs

On-Demand
OLC

Earned Value
Management
Systems (24/7)

24 CLPs

On-Demand
OLC

Project
Management
Essentials

50 CLPs

On-Demand
OLC

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Upcoming Training

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Systems Engineering

PMCDP is offering an instructor-led delivery of the 3-day course, *Systems Engineering*, July 26-28, 2016 in Aiken, SC.

This course focuses on how implementation of the Systems Engineering (SE) process, from project initiation through the entire life-cycle, can decrease the likelihood of cost overruns, schedule delays and compromises in program and project technical performance.

This course demonstrates how the SE process is an interdependent (and iterative) approach to technical management, acquisition and supply, system design, product realization, and technical evaluation. The course describes how the SE process cascades through each level of the system, beginning at the top (the system level) and propagating through a series of steps which eventually lead to a preferred system solution. This course describes in detail the purpose and value of each of the specific SE process steps. Step-by-step directions, along with exercises, help course participants determine when each step is complete.

You will earn 24 continuous learning points for this course. This is an elective course for the Level III PMCDP certification for Federal Project Directors and is available to all DOE employees.

Register in CHRIS

CHRIS Code: 00001049/0015

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Upcoming Training

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Executive Communications

PMCDP is offering an instructor-led delivery of the 3-day course, *Executive Communications*, August 9-11, 2016 in Aiken, SC as well as Golden, CO.

This course helps you take a nimble approach to leading project managers, managing direct reports and managing the expectations of senior audiences. This course focuses on the senior-level leadership competency, as defined by the latest FAC-P/PM policy, and will take a deep dive into managing relationships, communication, conflict management, and diversity with an eye to building and maintaining a high-performance team. By the end of the course, participants will know how to strategically position the organization to take advantage of new opportunities by developing and improving products and services. Participants will also have the skills needed to facilitate effective business partnerships with the Contracting Officer, Chief Acquisition Officer, senior-level agency advisors, and other business advisors and program stakeholders. Finally, participants will be able to identify, assess and resolve programmatic problems, and use sound judgment to identify corrective courses of action.

You will earn 24 continuous learning points for this course. This is a core course for the Level III PMCDP certification for Federal Project Directors and is available to all DOE employees.

Register in CHRIS

CHRIS Codes: 001031/0036 (Aiken, SC)

001031/0037 (Golden, CO)

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Upcoming Training

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Federal Budgeting Process in DOE

PMCDP is offering instructor-led deliveries of the 4-day course, *Federal Budgeting Process in DOE*, August 23-26, 2016 Golden, CO.

This course is designed to provide DOE and NNSA program and project managers a working knowledge of Federal financial and managerial systems to accomplish their Department's budgeting and accounting processes, including budget submissions, managing authorized funding and establishing success criteria. Participants apply the foundational skills required to successfully manage a project through its financial life cycle. These skills include: integrating projects, programs, and missions; resourcing and funding programs; validating and funding projects; effectively participating in the budget process; managing the flow of funds to programs and projects and effectively using financial accounting and reporting systems to attain program and project success.

You will earn 32 continuous learning points for this course. This is an elective course for the Level II PMCDP certification for Federal Project Directors and is available to all DOE employees.

Register in CHRIS

CHRIS Codes: 001034/0026

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Performance-Based Management Contracting

PMCDP is offering instructor-led deliveries of the 3-day course, *Performance-Based Management Contracting*, August 29-31, 2016 Aiken, SC.

This course is designed so that Program and Project Managers, as well as contracting personnel, better understand how to manage performance-based contracts at DOE facilities. The course addresses the processes by which these performance-based site and facility management contracts are planned, awarded, and managed after award. The overall objective is to focus on major site and facility contracts and to present the performance-based concepts and tools required in each aspect of the planning, award, and post award processes for these contracts. This course focuses exclusively on major site and facility contracts and the unique challenges involved in making them performance-based.

You will earn 24 continuous learning points for this course. This is an elective course for the Level I PMCDP certification for Federal Project Directors and is available to all DOE employees.

Register in CHRIS

CHRIS Codes: 001951/0022

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Project Management Simulation (Using FAI Equivalent FPM211)

PMCDP is offering instructor-led deliveries of the 3-day course, *FPM211- Applied Project Management for the Federal Government* (FAI equivalent to *Project Management and Simulation*) August 30 to September 1, 2016 in Richland, WA.

This course provides the participant with the fundamental concepts of project management in the federal government, with an emphasis on application of tools and techniques to manage a federal acquisition project. This course will include information to satisfy mid-level requirements development and management processes, systems engineering, life cycle logistics, test and evaluation, and competencies and performance outcomes, as defined by the FAC-P/PM policy and competency model.

Discussions of the project life cycle phases will integrate the systems engineering process (SEP) and related test and evaluation decisions made by the integrated project team (IPT). Expanding on the integrated approach, the course includes information on how to develop an Integrated Master Plan (IMP), and also consider the total cost of ownership and life cycle costs (LCC). Finally, the participants will reinforce the knowledge gained in this course and apply their skills to a series of exercises and case studies.

Learning Objectives:

- Explain the IPT's role in relation to acquisition within the project life cycle
- Relate the systems engineering process (SEP) to the technology acquisition process
- Describe the Test and Evaluation team's function, the Master Test Strategy, and the V Model for testing
- Discuss the process to develop an Integrated Master Plan (IMP)

You will earn 24 continuous learning points for this course. This is a core course for the Level II PMCDP certification for Federal Project Directors and is available to all DOE employees.

Register in CHRIS

CHRIS Codes: 001029/0035

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Facilitating Conflict Resolution

PMCDP is offering the online desktop delivery of *Facilitating Conflict Resolution* from August 2-30, 2016.

This course covers a variety of topics specific to resolving conflicts in the workplace. Areas discussed include: recognizing potential conflict situations and neutralizing them before they escalate; using problem-solving and decision-making techniques to meet the needs of everyone affected; negotiating "win-win" solutions for all parties involved; and minimizing or resolving conflict in groups and between employees using appropriate interpersonal strategies. Participants take the Thomas-Kilmann® conflict mode assessment instrument (TKI) to reveal their preferred style of managing conflict, and learn the advantages and disadvantages of different styles. The course includes a significant emphasis on the use of facilitation techniques within the conflict resolution process.

Webinars will be held via Adobe Connect 11:00 am – 12:30 pm EDT every Tuesday from August 2-30, 2016.

You will earn 24 continuous learning points for this course. This is an elective course for the Level III PMCDP certification for Federal Project Directors and is available to all DOE employees.

**Register in CHRIS
CHRIS Codes: 01558/0021**



Upcoming Training

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Environmental Laws and Regulations

PMCDP hosts on the Online Learning Center (OLC) a Level II Elective Course titled *"Environmental Laws and Regulations."* This online course is intended to give Department of Energy employees an overview and basic working knowledge of pertinent environmental laws and regulations, and how those laws and regulations impact managing projects at DOE. The course identifies the resources to assist DOE staff and managers in the event they are asked to support or manage a project with potential environmental impacts. This course supports DOE employees and the Department in achieving environmental sustainability goals, including reducing energy use, enhancing pollution prevention, and water conservation.

Upon completion of the training, all participants will be able to identify the intent of the major Federal environmental laws, regulations, DOE Orders, Directives and guidance. Participants will also be able to list the detailed processes involved in the implementation of major environmental requirements by the Department of Energy.

This course is comprised of seven modules.

- DOE's Framework for Environmental Compliance
- All About Water
- All About Air
- All About Waste
- All About Clean Up
- Sustainability
- Cultural Considerations

Successful completion of any six modules is required to receive credit for the course. However, a seventh module can be completed for continuous learning points.

Registration is through the OLC

You will earn 24 continuous learning points for this course. This is an elective course for the Level II Federal Project Director certification and is available to all DOE employees.

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Earned Value Management Systems

PMCDP hosts on the Online Learning Center (OLC) the Level 1 Core Course titled "*Earned Value Management Systems*." This online training is designed for newcomers to gain a solid foundation in earned value management systems (EVMS) or for earned value management (EVM) practitioners interested in enhancing their ability to effectively use performance data and keep up with the latest industry guidelines, government requirements, and EVMS issues. This course covers the five major categories in the EIA-748 Standard for Earned Value Management Systems including:

- Organization
- Planning, Scheduling, and Budgeting
- Accounting Considerations
- Analysis and Management Reports
- Revisions and Data Maintenance

Registration is through the OLC

You will earn 21 continuous learning points for this course. This is a core course for the Level I PMCDP certification for Federal Project Directors and is available to all DOE employees.

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Project Management Essentials

PMCDP hosts on the Online Learning Center (OLC) the Level 1 Core Course titled "*Project Management Essentials*." This online training is comprised of 15 individual lessons and introduces employees to a comprehensive set of project management principles. The primary source materials for this course are the Project Management Institute's *Project Management Body of Knowledge*® (sometimes referred to as the PMBOK®), DOE Order 413.3B, *Program and Project Management for the Acquisition of Capital Assets*, and the associated guides supporting the Order. Other guides and manuals are referenced throughout the course.

Topics include:

- Project framework
- Project initiation including the risk planning process
- Project planning
- Project cost and schedule
- Project execution and procurement
- Project monitoring and controls
- Project closeout

Registration is through the OLC

You will earn 50 continuous learning points for this course, if you complete all 15 lessons. You can also take each lesson individually and earn continuous learning points for each lesson. This is a core course for the Level I PMCDP certification for Federal Project Directors and is available to all DOE employees.

[Click here to view the
CLPs for each lesson](#)

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Project Management Essentials

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Lesson 2: Strategic Planning	2
Lesson 3: Project Initiation	2
Lesson 4: Acquisition Strategy	3
Lesson 5: Risk Planning (Part 1- Process Overview)	4
Lesson 5: Risk Planning (Part 2- Initial Risk Planning)	4
Lesson 5: Risk Planning (Part 3- Finalizing the Plan)	4
Lesson 6: Scope	3
Lesson 7: Quality	3
Lesson 8: Schedule	4
Lesson 9: Cost	3
Lesson 10: Project Execution	2
Lesson 11: Procurement	3
Lesson 12: Project Control	4
Lesson 13: Monitoring and Controlling Risk and Quality	2
Lesson 14: Communication and Leadership	2
Lesson 15: Transition/Closeout	2

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Questions of the Month

1

Will I be able to apply continuous learning point (CLP) credits toward my Federal Project Director (FPD) certification for courses I complete in the Federal Acquisition Institute Training Application System (FAITAS)?

2

I am working toward my Level I FPD certification and need to fulfill the earned value management systems (EVMS) and project reporting core competency requirement (competency 10.2). Will I receive the same certification credit if I complete the PMCDP's Level III core course Advanced Earned Value Management Techniques?



*Click on a question
to view the answer*

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Questions of the Month

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Answer #1

Yes. CLPs earned through FAITAS can be used for FPD certification. You will have to request the CLPs through the FPD CLP tracker in the DOE's Employee Self-Service (ESS) system. FPDs are required to manually submit an individual request for each CLP activity claimed, and include a brief summary of the activity, the date(s) it occurred, and the total number of CLPs requested. This process is the same for all CLP activities, regardless of how they were attained.

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Questions of the Month

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Answer #2

No. The PMCDP does not permit applicants to substitute higher-level PMCDP courses to satisfy lower-level certification and training requirements. Also, not all entry level or introductory EVMS courses are equal. PMCDP will accept the EVMS 24/7 course available through the online learning center (OLC) or the Humphreys and Associates' three-day classroom course "Introduction to EVMS."

Please note that PMCDP is a competency-based certification program. And although completion of courses within the PMCDP's curriculum is preferred, each competency – at each level of FPD certification – can be fulfilled through the demonstration of experience, and in some cases, alternative, equivalent training. For more information, please consult the [PMCDP's Certification and Equivalency Guidelines \(CEG\)](#) document on [energy.gov](#).

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The following certifications were recently issued

FPD
Federal Project Director

FAC-COR
Contracting Officer's
Representative

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Congratulations to all newly certified members!

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Federal Project Directors

SC

- Alan L. Harris – Level II

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Federal Acquisition Certification in Contracting Officer's Representative

EM Consolidated Business Center

- Ronald Gill- Level II

Energy Efficiency & Renewable Energy

- Erica Burrin- Level II

HQ Procurement Services

- Karen Morrow- Level I

Idaho Operations Office

- Ben Roberts- Level II
- James Malmo- Level II

National Energy Technology Laboratory

- Ronald E. Herriott- Level II
- Martin Davis- Level I
- Catharine Elaine Everitt- Level I
- Marybeth Dietz- Level I
- Jason Lewis- Level I

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National Nuclear Security Administration

- Jon E Holmberg- Level III
- Laurel Hautala- Level III
- Tamra Lynnette Barela- Level III
- Lesa McBride- Level II
- Doris Sandoval-Tellez- Level II
- Chad Ryan Ouellette- Level II
- Michele Gazzara- Level II
- Erin Lemke- Level I
- Christopher Castro- Level I

Savannah River Operations Office

- Ron Bartholomew- Level II

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Powerpedia and Past Editions

Learn more about Project Management and the PMCDP on energy.gov.

Find Project Management information at

<http://www.energy.gov/projectmanagement/office-project-management-oversight-assessments>

For the Project Management Career Development Program (PMCDP)

<http://www.energy.gov/projectmanagement/project-management-career-development-program>

Register NOW for PMCDP training in [CHRIS](#).



Interested in past editions of the newsletter? Newsletters dating from January 2011 to present are on Powerpedia.

https://powerpedia.energy.gov/wiki/Acquisition_and_Project_Management_Newsletters

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How to Direct Your Questions or Comments

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If you would like to contribute an article to the Newsletter or have feedback or ideas you'd like to share, contact the Editor, Linda Ott.